ORGANIZATIONAL CULTURE & ITS IMPACT ON EMPLOYEE ENGAGEMENT & EFFECTIVENESS – A CASE STUDY OF AN INDIAN MANUFACTURING COMPANY (LEADING TWO- WHEELER MANUFACTURER)

SHORT SYNOPSIS

Submitted in partial fulfillment of the requirement of the degree of

DOCTOR OF PHILOSOPHY

to

Manav Rachna University

by

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I hereby declare that the short synopsis in the area of **Organizational Behaviour** is being submitted in partial fulfillment of the requirement for the degree of Doctor of Philosophy in **Department of Management & Commerce** under **Faculty of Management & Commerce** of Manav Rachna University, Faridabad during the academic year 2020

It is the work that is expected to be carried out under the supervision of **Prof. (Dr.) Parul Jhajharia** and co-supervision of **Dr. Manmeet Bali Nag.** Further, it is certified that short synopsis is within the plagiarism limit and copy of the same is attached as per University norms.

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1.0 Introduction

In the past few decades, researchers and various practitioners have believed that organisational culture supports the competitive benefit of any organization (Fortado & Fadil, 2012). Especially, organizational culture is related to a range of commercial enterprise outcomes including employee innovation, satisfaction, retention, commitment, productivity (Halbesleben, 2010) and employee work engagement (Krog, 2014; Naidoo, 2014). In addition to, it performs a significant part in enhancing the overall efficacy of the association (Haggard & Lapoint, 2005). Work engagement of employees shown to be a major indicator of organizational effects and is, consequently, an excellent measure of organisational health (Rich et al., 2010). Engagement of employees is measured at the individual level through the employee's leadership, culture, teamwork and so forth (Alarcon et al., 2010). Bremer (2017) stated that the foundation of organizational culture on a national culture point of view is primarily based among others towards the work, as mentioned by Deal and Kennedy (1982) in the same article. Regarding the view of the organizational culture, it is viewed as an essentiality to organizational success rather than the factors like strategy, politics or structure from this concentration shifted from national cultures and focussed more towards structural philosophy. They examined various cultures for describing the organizational culture that is tough-guy or macho culture in which the people who enjoy the excitement in work, take the risks, and get the fast feedback are involved and teamwork is not the buzzword here; toil or play-hard culture in which the persons here take a rare hazards and get the response almost instantly and this culture recognizes the team culture; bet-you company culture in which the people take high-risk decision and the feedback is not immediate and may have to wait for years; and process culture in which the people take almost no risks and the feedback is also not fast, and excellence of technical expertise and paying attention to the details and process are valued. Smircich (1983) in her work presents the differences in the ways that the organisation and the culture have been associated in the organisational research, and the purposes and the base assumptions. Given these differences and how an individual regards the culture as either an organisational

variable or a background parameter or a metaphor for theorizing the organisation, the idea of the culture demonstrates the non-rational and expressive qualities of the organisational experience, in addition to the interpretive and subjective aspects of the organisation. The culture, according to Schein (1985), is a set of emotional tendencies called as "basic assumptions" that is possessed by the organisational members by which they act and think in specific ways. As per another approach on the organisational culture from Schein (1985b), it is "a pattern of shared basic assumptions that a group learns as it solves its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think and feel in relation to those problems." However, constructing a lifestyle, which is contributing to employee commitment effects come to be serious for best organisational consequences. Subsequently, the chief emphasis of the proposed study is to determine the organisational culture and its impact on employee assurance and effectiveness in selected Indian manufacturing company through an effort of exploring, whether the perceptions of employees of organisational culture are associated with their work engagement level.

2.0 Review of Literature

In any organisation, culture plays a dominant role and acts as the powerful tool for employees regarding delivering their performance. Devotion and belief can build among staffs with exposed and optimistic principles, providing passion for their job and dedication to the company. Recently, employee engagement is a significant issue, which is related to organisational performance and employee productivity (Young, 2012). The employees who are engaged in work are expected to be efficient and active in the workplace (Robertson-Smith & Markwick, 2009). Similarly, comfortable environment at work place make the staff more potential to be engaged in their companies and jobs that can inspire productivity and profitability. Overall, the research identified that employees are more productive when they actively engaged in work (Saks, 2006), interact with consumers confidently (Chalofsky, 2010) and persist as a good employee (Saks, 2006; Shuck & Reio, 2014). The organizational culture apart from providing employee happiness, inclusive management style and business perks, it also supports the organisation to achieve the best. Employee engagement create positive culture. Sirisetti (2012) noted that positive working environment improve their commitment, decision making as well as efficiently work for progress and improvement with knowledge prospects. In an investigation about job demands and their connection with commitment,

Schaufeli & Bakker (2004) identified a measure which contain the colleagues support work as job resources. Naidoo and Martins (2014) mentioned the positive effects of organisational culture and high levels of employee engagement. According to this concept, some other studies evidenced the same relationship (Greenidge, 2010; Alarcon et al., 2010; Shuck et al., 2011). Their results highlighted the employees engaged in work by providing outperforming task. Similarly, numerous researchers have investigated the impact of organisational culture on employee effectiveness in organisational performance (Denison, 1990).

3.0 Problem statement

Researchers revealed that productivity, profit, client happiness and worker's retention come completely with the staff commitment (Marcus & Coffman, 1999), and also organisational success and effectiveness (Saks, 2006). Additionally, the research regarding employee engagement among academicians is increasing due to the benefits of the organisation. Also, committed staff not only emotionally attached with their job but also work with passion for the achievement of the association (Kompaso & Sridevi, 2010). Accordingly, Bakker and Leiter (2010) strained that the significance of employee involvement as new organisations expected dedicated and energetic employees in work. Lockwood (2007) stated that employee engagement is a most assuring policy for enhancing the keenness of the organisation. Saks (2006) also highlighted the same. All the above researchers pointed out the potential significance of employee engagement. However, such researchers failed to reveal the importance of organisational culture for employee engagement and effectiveness. Furthermore, the Indian manufacturing industry is one labour intensive segment that is crucial to the nation's economic progress as well. Based on the examination of previous research articles it is identified that organisational culture performs a major role despite several aspects affecting the effectiveness and presentation of employees in the manufacturing industry. Research combining organisational ethos and employee commitment in the Indian manufacturing industry is lacking; this knowledge gap has further directed towards facilitating employee engagement in organisations.

4.0 Objectives of the present work

The main purpose of the proposed work is to determine the organisational culture and its effect on employee involvement and effectiveness in a selected Indian manufacturing company.

- To measure the employee engagement in a selected Indian two-wheeler manufacturing company (Hero MotoCorp).
- To define the role and impact of organisational culture in driving employee engagement and effectiveness
- To explore the chief challenges involved in employee commitment and effectiveness in the impact of managerial culture in a selected Indian manufacturing company (Hero MotoCorp).

The study follows specific methods to provide a suggestion to the above-framed objective, which is explained in the methodology chapter.

5.0 Work plan and Methodology

Research design is categorized in different ways either in artificial way or in combination of different research designs. Researchers can be use qualitative, quantitative or mixed research. The proposed work will be a mix of both exploratory and explanatory research designs since the research will attempt to explore the main challenges involved in employee engagement and effectiveness in the impact of organisational culture in the select case study. Hence, the mixed method is more suitable to obtain the objective because of its association with both qualifying the research phenomenon (identifying the variables), quantifying the casual associations and examining the numbers. Qualitative and quantitative approaches both are involve to analysing the impact of organisational culture. Narrative, phenomenology, case study and ethnography will be covered by research design.

Saunders et al., (2009) stated that a case study method is defined as a comprehensive examination into a phenomenon within its real-life background. Based on the study aim, for qualitative component the proposed research will use the case study design, which involves the collection of qualitative data for the primary goal and inscribe about groups of people in different contexts. It includes political and economic structures, communication and interaction styles, language and so on (Creswell, 2008). Furthermore, based on this case study, interviews will be accompanied to gain the insights about the research topic and to get an in-depth knowledge in this area. This methodology allows the researcher to get a clear understanding about the situation (Cooper & Schindler, 2013)

The qualitative data gathered through convenience sample comprises sample of 10-15 senior managers from the select case industry to collect data. Once the data is collected, it is analysed thematically by identifying patterns and themes. Furthermore, interview transcripts will be analysed systematically to code words, concepts, sentences and phrases and finally it will be characterised into codes. For the quantitative component, data will be gathered from 150-200 employees through random sampling and convenience sampling method either from the employees or senior managers from the select two-wheeler manufacturing plant. After data collection, the study will carry out thematic data analysis for the qualitative component and SPSS version 20.0 for quantitative analysis. Confidentiality will be maintained throughout the research.

6.0 Significance of the research

The proposed study has two significance. Initially, the proposed study contributes to the literature in organisational culture and employee engagement. Secondly, the proposed work gives sound knowledge to support manufacturing organisations, which belong to the development of employees in the research area. Specifically, the proposed study attempts to examine the pattern that manufacturing companies are contributing to employee engagement for their success. In addition to, the proposed study will be of great significance for future researchers.

7.0 Chapter Scheme

The proposed study has been categorised into five chapters as follows:

Chapter I- Introduction: This chapter will include the study background, problem statement, goal and objectives, purpose, consequence and scope, delimitations and finally ends with chapterisation of complete research.

Chapter II- Literature review: This chapter would deeply analyse the researchers previously done in agreement with study objectives, from the reviews, the study will identify the research gap, and finally end with a summary of this chapter.

Chapter III – Research Methodology: This chapter exemplifies research methodology in detail include research design, strategy, philosophy, research approach, sampling and sample size, data collection methods, ethical considerations, a period of study and concluded by a chapter summary.

Chapter IV: Data analysis and findings: This chapter will deal with the analysis of data collected from chapter III and prepare a different statistical test.

Chapter V: Discussion, Conclusion, and Recommendations: This chapter delivers a conclusion based on discussion and findings with regards to answering the framed research questions. Furthermore, this chapter would be providing strategies and recommendations that can be executed for further research.

8.0 Schedule of Work

Main Activities/ Stages	Month 1, 2 & 3	Month 4, 5 6, 7, 8	Month 7, 8, 9 10, 11, 12	Month 13, 14, 15	Month 16, 17, 18	Month 19, 20
Topic selection and its scope						
Identification of secondary data sources						
Preparation of research proposal						
Preparation of literature review						
Description of research methodology						
Preparing interview/survey, ethics form						
Collecting primary data						
Analysing data						
Comparing findings						
Conclusion and recommendations						
Finalising and submission						

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A

Short SYNOPSIS

By

(SUNEET SONI)

REGISTRATION No. MRU1601070

UNDER THE GUIDANCE OF

Dr. Parul Jhajharia

1.0 Introduction

In the past few decades, researchers and various practitioners have believed that organisational culture supports the competitive benefit of any organization (Fortado & Fadil, 2012). Especially, organizational culture is related to a range of commercial enterprise outcomes including employee innovation, satisfaction, retention, commitment, productivity (Halbesleben, 2010) and employee work engagement (Krog, 2014; Naidoo, 2014). In addition to, it performs a significant part in enhancing the overall efficacy of the association (Haggard & Lapoint, 2005). Work engagement of employees shown to be a major indicator of organizational effects and is, consequently, an excellent measure of organisational health (Rich et al., 2010). Engagement of employees is measured at the individual level through the employee's leadership, culture, teamwork and so forth (Alarcon et al., 2010). Bremer (2017) stated that the foundation of organizational culture on a national culture point of view is primarily based among others towards the work, as mentioned by Deal and Kennedy (1982) in the same article. Regarding the view of the organizational culture, it is viewed as an essentiality to organizational success rather

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